

8 PROJECT MANAGEMENT STAFF

A project-specific organization has been established in accordance with the Deferral Agreement (EPA, Ecology, and the Tribe, 2000). The project organization is shown on Figure 8-1. Table 8-1 identifies the specific individuals and subcontractors responsible for key positions. The responsibilities and authorities for the key positions as they relate to quality assurance and quality controls are described in this section. It is essential that all individuals have defined responsibilities for their functional areas and are clearly aware of the entire project organization and interrelationships.

Table 8-1. Project Organization

Position	Name	Phone Number
Cleanup Project Manager (Ecology)	William Harris	(360) 407-6253
Lower Elwha Klallam Tribe Representative	Dave Hanna	(360) 452-3428
Rayonier Project Manager	Dana Dolloff	(904) 357-9189
Rayonier Site Manager	Jack Anderson	(912) 427-5354
Project Manager (Integral)	Roy Hummell	(425) 451-3823
Quality Assurance Manager	Roger Kadeg	(425) 482-7600
Health and Safety Manager	Bryan Graham	(425) 482-7600
QC Manager	Sheri Wunderlich	(425) 482-7849
Soils Technical Lead	Bryan Graham	(425) 482-7600
Groundwater Technical Lead	Nick Varnum	(503) 538-7734
Feasibility Study Technical Lead	Todd Martin	(303) 444-5677
Risk Assessment Technical Lead	Dana Houkal	(425) 451-3823
Field Operations Lead	TBD	TBD
Analytical Laboratory	Ed Wallace (Columbia Analytical Services)	TBD

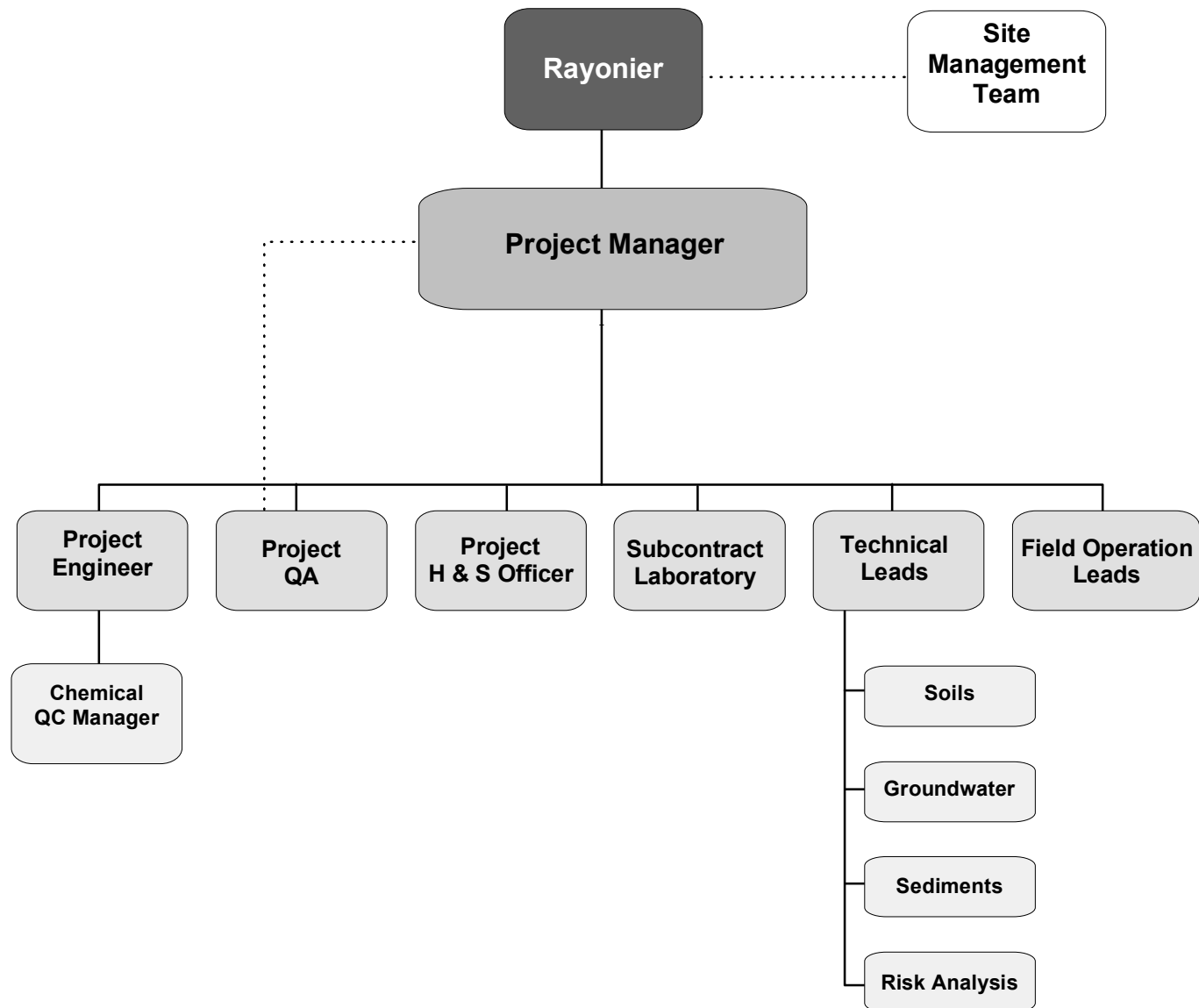
TBD – to be determined

8.1 SITE MANAGEMENT TEAM REMEDIAL PROJECT MANAGER

The former Rayonier Mill Site cleanup project manager is responsible for coordinating all project-related activities on behalf of the former Rayonier Mill site remediation team. A major component of this position involves directing the project manager in execution of the work and submission of work assignments. Specific responsibilities of the SPRM include the following:

- Provide oversight of all project activities.
- Approve the QAPP.
- Coordinate review and approval of project plans (including the QAPP) within the SMT and with the appropriate regulatory agencies (e.g., RTAG).

Figure 8-1. Project Organization Chart



8.2 PROJECT MANAGER

The Integral Consulting project manager (PM) is responsible for coordinating and scheduling all project activities, implementing the terms and conditions of the management plans (i.e., Work Plan, SAP, QAPP, and HASP), and interfacing with Ecology, the SMT, and other agency personnel. The PM is responsible for monitoring and documenting the quality of all work produced by the project team. The fundamental goal of this position is to produce a quality work product within the allotted schedule and budget. Duties include all phases of the project and efficiently applying the full resources of the project team in accordance with the project plans. The PM is responsible for all technical, financial, and administrative aspects of the project and the project team. Specific responsibilities of the PM include the following:

- Prepare and approve project work plans, SAPs, QAPPs, and DQOs for each work assignment, as appropriate.
- Ensure that standard operating procedures are available for activities that affect data quality.
- Monitor sample preservation, handling, transport, and custody throughout the project.
- Ensure that appropriate sampling, testing, and analysis procedures are followed and that correct checks are implemented.
- Monitor field service subcontractors and analytical laboratories for compliance with data quality requirements.
- Review and approve calculations to ensure that data reduction is performed in a manner that produces quality data.
- Verify data quality, test results, equipment calibrations, and quality control documentation.
- Review and evaluate data generated for the project.
- Participate in quality assurance audits and take corrective action that may be required by audit findings.
- Report quality assurance problems to the quality assurance manager.
- Ensure that all key decisions and project deliverables are subjected to independent technical review, as scheduled.
- Supervise the preparation of the final report or deliverable as specified in the project work plan.

8.3 PROJECT QUALITY ASSURANCE MANAGER

The Tetra Tech FW project quality assurance (QA) manager is responsible for ensuring proper implementation of the QAPP in support of the project. The QA manager is assigned to the project by Foster Wheeler Environmental Corporate Quality Programs. Authorities of this position include cutting across all levels of program and project management to examine work and ultimately ensure that a quality product is produced for delivery. This individual is responsible for conducting formal QA audits and ensuring that all Foster Wheeler and subcontractor personnel have been properly trained and educated as applicable. This individual will review project policies, procedures, and guidelines and review the project activities to ensure that the QA program is being properly implemented. This will include reviewing and signing off on all project plans, conducting operational readiness meeting(s) before plan implementation, and inspecting project records to ensure conformance to all project plans and procedures.

8.4 PROJECT HEALTH AND SAFETY MANAGER

The Tetra Tech FW project health and safety manager (HSM) is responsible for oversight and implementation of all health and safety related activities for the project, as described in the project HASP. The HSM is assigned to the project by Foster Wheeler Environmental Corporate Health and Safety Programs and, as such, has an independent line of reporting. This individual will review all activities to ensure they are in compliance with approved policies, procedures, laws, regulations, and guidelines pertaining to health and safety. The HSM is also responsible for assigning field health and safety officers, as needed, to implement and comply with all requirements. The HSM maintains the authority to terminate field activity where problems have not been resolved through implementation of suitable corrective action within reasonable time and resource limitations. The elements are described in the HASP, including daily health and safety site meetings before the start of work. Meetings will be documented in the field logbook.

8.5 CHEMICAL QC MANAGER

The chemical QC manager has the responsibility for project-related quality aspects related to the collection and chemical analysis of all samples, as delegated by the PM. The primary role is to provide oversight of the data development and review process and of all subcontracting laboratories. This individual is also responsible for reviewing and signing off on the QAPP and SAP and for developing detailed scopes of work for the subcontracting laboratories that are incorporating DQOs. The chemical QC manager will direct laboratory audits, as necessary, and data validation activities to ensure that the DQOs, as described in the QAPP, are satisfied.

8.6 TECHNICAL LEADS

The project technical leads provide technical expertise and assistance to the PM relative to specific project tasks. They are responsible for managing a project task involving the application of specialized expertise (e.g., engineering, geology, marine sediments, and RA) and the assessment and reporting of related data. The technical leads have the responsibility for project-related technical quality aspects delegated to them by the PM. Specific responsibilities include the following:

- Provide technical direction to the field operations lead and technical staff in the specific area of his or her expertise.
- Develop schedules and allocate resources and personnel for individual tasks.
- Validate data received from the laboratory in accordance with the criteria specified at the analytical support level.
- Coordinate the assessment of data, based on criteria established as DQOs.
- Supervise the compilation of field data and laboratory analytical results.
- Ensure that data are correctly and completely reported.
- Prepare portions of the final report that summarize data results and present the conclusions as specified in the project Work Plan.

8.7 FIELD OPERATION LEADS

The field operation leads (FOLs), to be assigned by the PM, are responsible for the day-to-day activities in the field for their respective operations units. They will coordinate directly with the technical leads and the PM to implement all operation aspects of the project planning documents (QAPP, HASP, and SAP). FOLs will supervise all on-site data collection activities, tests, and sample collection using specifications provided in the project plans and in accordance with SOPs. They will maintain the former Rayonier Mill Site logbook, the official record of daily site activities. They will serve as the on-site management, reporting to project technical leads and the PM. The FOLs will have at least a bachelor's degree in a relevant science discipline and 3 years of progressive field experience. Depending on timing and schedule field tasks, the FOLs may be rotated. A verbal debriefing will be required to facilitate information transfer.

Specific responsibilities of the FOLs include the following:

- Implement the field sampling program in accordance with the project plans.
- Supervise field technicians who use SOPs for quality control and attainment of DQOs.
- Ensure the proper use of SOPs associated with data collection and equipment operation.
- Supervises sample collection and logging and recording of field tests and measurements.

- Ensure that the proper number and type of environmental and control samples are collected, identified, tracked, and sent to the laboratory for analysis.
- Direct the on-site activities of service contractors, ensuring that they conduct work according to plan.
- Coordinate and schedule sample shipment to analytical laboratories to meet holding times and analytical procedure specifications.
- Ensure that appropriate sampling, testing, and measurement procedures are followed and that field quality control checks are performed.
- Coordinate the transfer of field data, sample tracking logs, and logbooks to the PM and discipline leaders for data reduction and validation.
- Participate in QA audits and compliance inspections with the QA manager.

8.8 LABORATORY QUALITY ASSURANCE COORDINATOR

All laboratories conducting sample analyses for this project must obtain approval before starting sample analysis and maintain such approval throughout the sample analysis program. A major component of the approval process is the establishment of a laboratory QA plan that is administered by the designated laboratory QA coordinator. Specific responsibilities include the following:

- Coordinate the analysis of control samples for a performance evaluation audit and complete any corrective action identified.
- Ensure implementation of the laboratory QA plan.
- Serve as the laboratory point of contact.
- Coordinate receipt of samples shipped from the field to meet holding times and analytical procedure specifications.
- Coordinate sample shipping activities with the FOL to maintain chain-of-custody.
- Notify the FOL of sample container damage so that resampling can be conducted immediately, as appropriate.
- Activate corrective action for out-of-control events.
- Issue the final laboratory QA/QC report.
- Administer a QC sample analysis.
- Comply with the specifications established in the FSP and QAPP as related to laboratory services.
- Coordinate and schedule the transfer of data with the PM to ensure the completeness of the data generation process.